UNIVERSITY OF MADRAS

M.A. DEGREE PROGRAMME IN HUMAN RESOURCE MANAGEMENT

SYLLABUS WITH EFFECT FROM 2023-2024

SEMESTER III

Course Code: 533C3A	**COMPENSATION MANAGEMENT**	**L**	**T**	**P**	**C**
CORE/ELECTIVE/ALLIED	**CORE**	**6**	**-**	**-**	**5**
PREREQUISITE	**Basic Knowledge of Compensation and Reward System**				

LEARNING OBJECTIVES:

1. To learn the basic concepts of the Compensation
2. To analyze the various dimensions of Compensation Management.
3. To impart skills in designing, analysis and restructure compensation management system, policies and strategies.
4. To understand the role of compensation in determining the competitive advantage of an organization.
5. To know the role of human resource manager in dealing with the employees and their compensation.

UNIT 1 **15 HOURS**

Introduction: Compensation meaning, objectives, nature of compensation, types of compensations, compensation responsibilities, Compensation system design issues: Compensations Philosophies, compensation approaches, decision about compensation, compensation- base to pay, individual Vs team rewards, Perceptions of pay Fairness, legal constraints on pay systems.

UNIT 2 **15 HOURS**

Managing Compensation: Strategic Compensation planning, determining compensation-the wage mix, Development of a Base Pay System: Job evaluation systems, the compensation structure Wage and salary surveys, the wage curve, pay grades and rate ranges, preparing salary matrix, government regulation on compensation, fixing pay, significant compensation issues, Compensation as a retention strategy

UNIT 3 **15 HOURS**

Variable Pay and Executive Compensation: Strategic reasons for Incentive plans, administering incentive plans, Individual incentive plans-Piecework, Standard hour plan, Bonuses, Merit Pay, Group incentive plans- Team compensation, Gain sharing incentive Plans, Enterprise incentive plans- Profit Sharing plans, Stock Options, ESOPs, executive

compensation elements of executive compensation and its management, International compensation Management.

UNIT 4 **15 HOURS**

Managing Employee Benefits: Benefits- meaning, strategic perspectives on benefits-goals for benefits, benefits need analysis, funding benefits, benchmarking benefit schemes, nature and types of benefits, Employee benefits programs- security benefits, retirement security benefits, health care benefits, time-off benefits, benefits administration

UNIT-5 **15 HOURS**

Employee benefits required by law, discretionary major employee benefits, creating a work life setting, employee services- designing a benefits package

Text Books:

1. George Milkovich , Jerry Newman & C S Venkataratnam (2017), "Compensation" published by McGraw Hill Education, ISBN-13: 978-0070151581
2. Dipak Kumar Bhattacharyya (2014), "Compensation Management" published by Oxford University Press, ISBN-13: 978-0199456543

Reference Books:

1. Biswanath Ghosh (2012), "Compensation and Reward Management" published by Sterling Publishers Pvt.Ltd, ISBN-13: 978-8120777422
2. B. D. Singh (2017) , " Compensation and Reward Management" published by Excel Books, ISBN-13: 978-9350626313
3. J. Martocchio Joseph (2018), "Strategic Compensation: A Human Resource Management Approach" published by Pearson Education, ISBN-13: 978-9332584839
4. Dr. Kanchan Bhatia(2014), " Compensation Management" published by Himalaya Publishing House, ISBN-13: 978-9352022151
5. Henderson (2007), "Compensation Management in a Knowledge - based World" published by Pearson Education India, ISBN-13: 978-8131711101

COURSE OUTCOMES:

Upon the completion of the course, students will be able

CO1: To learn the existing compensation practices existing in different industries.
CO2: To Compare the Pay structure of different companies.
CO3: To devise strategies for Pay for performance plans and employee benefits
CO4: To understand the Compensation structure for international assignments and compensation of special groups
CO5: To understand the legally required benefits for the employees.

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CO/PO	PO1	PO2	PO3	PO4	PSO1	PSO2	PSO3	PSO4
CO1	**3**	**3**	**2**	**2**	**3**	**2**	**2**	**2**
CO2	**3**	**3**	**2**	**2**	**3**	**2**	**2**	**2**
CO3	**3**	**3**	**3**	**2**	**3**	**2**	**2**	**2**
CO4	**3**	**3**	**2**	**2**	**3**	**2**	**2**	**2**
CO5	**3**	**3**	**2**	**2**	**3**	**2**	**2**	**2**

Strong – 3; Medium – 2; Poor – 1

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M.A. DEGREE PROGRAMME IN HUMAN RESOURCE MANAGEMENT

SYLLABUS WITH EFFECT FROM 2023-2024

SEMESTER III

Course Code: 533C3B	**PERFORMANCE MANAGEMENT**	**L**	**T**	**P**	**C**
CORE/ELECTIVE/ALLIED	**CORE**	**6**	**-**	**-**	**5**
PREREQUISITE	**Basic Knowledge of Performance Management System**				

LEARNING OBJECTIVES:

1. To gain a working knowledge of performance management systems. 2. To equip students with appropriate terminologies.

3. To apply the practices regarding performance management in Industries 4. To acquaint the students with the various methods, process and strategies used to measure performance employees

5. To develop High Performance team for leading organizations

UNIT I: **15 HOURS**

The Foundation of Performance Management

Definition, Principles, Characteristics, Benefits and Scope of Performance Management, Why Employees Do not Perform in Organizations, Challenges of Performance Management.

UNIT II: **15 HOURS**

Performance Appraisal

Performance Appraisal- Meaning, Definition, Objectives, Significance of Performance Appraisal, Difference between Performance Management and Performance Appraisal, The Performance Appraisal process; Accurate –Valid, Reliable, Acceptable, Feasible, Specific, Based on Mission and Objectives, Measures of Performance Appraisal Programme, Legal issues associated with performance appraisal

UNIT III: **15 HOURS**

Performance Appraisal Methods and Problems:

Traditional methods of performance appraisal (Rating Scales, Checklist, Forced Choice Method, Forced Distribution Method, Critical Incidents Method, Behaviorally Anchored Rating Scale, Field Review Method, Performance Tests and Observations, Confidential Reports, Essay Method, Cost Accounting Method, Comparative Evaluation Approaches - Ranking Method, Paired Comparison Method)

Modern methods of performance appraisal (Management by Objectives, Psychological

Appraisals, Assessment Centers, 360-Degree Feedback, 720-Degree Feedback, and other performance appraisal methods widely used by the Organizations). How to Design an Appraisal Programme, Problems Occurring in Rating: Leniency or Severity, Central tendency, Halo effect, Rater Effect, Primacy and Regency Effects, Perceptual Set, Performance Dimension Order, Spillover Effect, Status Effect, Rating Criteria for assessing performance: Quality, Quantity, Timeliness, Cost Effectiveness, Need for Supervision, Interpersonal Impact, Community Service.

UNIT IV: 15 HOURS

Performance Management & Reward Systems and Performance Consulting:
Performance linked remuneration system, performance linked career planning & promotion policy. Competency Mapping – it's Types, Performance Consulting: Concept, need & role of the performance consulting, contracting for performance consulting services, organizing performance improvement department. Building and leading High performing teams - team oriented organizations - developing and leading high performing teams.

UNIT V: 15 HOURS

Performance Management Practices in industry
Unique Performance Management systems followed in 1. Tata Consultancy Services 2.Ford 3. Deloitte 4.Titan industries 5.DHL Global services 6. Murugappa group 7. ICICI Bank Ltd 8.Reliance Retail 9. Future Value Retail Ltd. 10.Scope International - Recent Trends and Future Directions in the field of Performance Management.

Text Books:

1. Herman Aguinis (2009) "Performance Management", Pearson Education Publishers. ISBN 978-278693379.
2. Michael Armstrong and Angela Baron (2007) "Performance Management", Jaico Publishing House. ISBN 978-8172248529

Reference Books

1. Robert Bacal (1999), "Performance Management", McGraw-Hill,
2. T.V Rao(2015), "Performance Management" Sage Publications, ISBN 978-9351507307
3. A.S Koli & T.Deb "Performance Management"Oxford University Press, ISBN 978-0195693379.
4. John Whitmore (2017) "Performance Management" Nicholas Publications, ISBN 978-1473658127
5. Dipak Kumar (2011) "Performance Management" Pearson Education Publishers. ISBN 978-8131754221

COURSE OUTCOMES:

Upon the completion of the course, students will be able

CO1: To identify the importance of performance management systems in various organization CO2: To design the Process of performance management

CO3: To Apply Theories of goal setting and performance analysis process

CO4: To conduct Performance review discussions process

CO5: To Evaluate Individual/team performance.

CO/PO	PO1	PO2	PO3	PO4	PSO1	PSO2	PSO3	PSO4
CO1	3	2	3	2	3	2	2	2
CO2	3	2	3	2	3	2	2	2
CO3	3	3	3	2	3	2	2	2
CO4	3	3	3	2	3	2	2	2
CO5	3	3	3	2	3	3	2	2

Strong – 3; Medium – 2; Poor - 1

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SEMESTER III

Course Code: 533C3C	**RESEARCH METHODOLOGY**	**L**	**T**	**P**	**C**
CORE/ELECTIVE/ALLIED	**CORE**	**6**	**-**	**-**	**5**
PREREQUISITE	**Basic Knowledge of Research**				

LEARNING OBJECTIVES:

1. To acquaint the students with concepts and techniques used in Research
2. To enable them to apply this knowledge in business decision-making.
3. To give in-depth knowledge in emerging statistical tools in Research.
4. To explore the different methods of data collection
5. To prepare report catering to different industry requirements

UNIT I **15 HOURS**

Research : Meaning, Scope and Objectives, Types of Research, Steps Involved in Research Process, Definition of Research problem, Criteria for selecting research problem, techniques involved in defining research problem Research Design: Meaning and Types – Descriptive, Exploratory, Experimental Researches., Relevance of Research for decision making in various functional areas of Management.

UNIT II **15 HOURS**

Methods of data Collection – Census, Sample, Library. Techniques of Data Collection - Observation, Interview, Questionnaire and Schedules- Measurement and Scaling techniques - normal, ordinal, ratio, interval-Reliability and validity of the tool, pre-testing of the tool, Selection of samples, meaning of sample, Universe, Sampling Techniques and sample size determination for survey research, - Formulation of Hypothesis - Hypothesis testing.

UNIT III **15 HOURS**

Data Analysis: Editing, Coding of data: Univariate, Bivariate – Measures of dispersion -chi square test - correlation and Regression analysis - Single and Two factor analysis of variance - Application of statistical tests - Parametric and Non-Parametric and interpretation of test results.

UNIT IV **15 HOURS**

Multivariate Analysis - Elementary concepts of factor analysis, Multiple Regression Analysis, Discriminate analysis, cluster analysis and conjoint analysis and their application in Management problem solving.

UNIT V **15 HOURS**

Presentation of Research results: Tabulation, Need, Nature and Guidelines- ungrouped and grouped frequency tables, Charts and Diagrams, organizing report: Report Writing, Types and Layout of Research Report, Mechanics of report writing, Precautions in Preparing the Research Report, Use of Executive summary, appendix and Bibliography.

Text Books:

1. C.R. Kothari- Research Methodology: Methods and Techniques, New Age International Publishers, Second edition.
2. Donald Cooper & Pamela Schindler , Business Research Methods, McGraw-Hill Education, 12th Edition.
3. S.P.Gupta - Statistical Methods, Sultan Chand & Sons, 28th Edition.

Reference Books

1. Aczel A.D. and Sounderpandian J., "Complete Business Statistics", 6th edition, Tata McGraw – Hill Publishing Company Ltd., New Delhi, 2012.
2. Anderson D.R., Sweeney D.J. and Williams T.A., Statistics for business and economics, 11th edition, Thomson (South – Western) Asia, Singapore, 2012
3. Ken Black, Applied Business Statistics, 7th Edition, Wiley India Edition, 2012 4. N. D. Vohra, Business Statistics, Tata McGraw Hill, 2012.
5. Richard I Levin and David S.Rubin, Statistics for Management, Pearson Education, 7th Edition, 2011.
6. Srivatsava TN and Shailaja Rego, Statistics for Management, Tata McGraw Hill, 2008.

COURSE OUTCOMES:

Upon the completion of the course, students will be able

CO1: To identify the research problem

CO2: To apply the different methods of data collection in real life situations CO3: To understand the relevance of research for decision making

CO4: To Analyze the data using statistical tools

CO5: To Examine the Presentation of research results.

CO/PO	PO1	PO2	PO3	PO4	PSO1	PSO2	PSO3	PSO4
CO1	2	2	2	2	2	3	2	2
CO2	2	3	2	2	2	2	2	2
CO3	2	2	2	2	2	2	2	2
CO4	2	2	3	2	2	3	2	2
CO5	2	2	3	3	2	2	2	2

Strong – 3; Medium – 2; Poor - 1

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SEMESTER III

Course Code: 533C3D	HR ANALYTICS	L	T	P	C
CORE/ELECTIVE/ALLIED	CORE	5	-	-	4
PREREQUISITE	Basic knowledge about analytics				

LEARNING OBJECTIVES

1. To apply appropriate statistical analysis to HR questions and problems.
2. To think critically about data and metric.
3. To apply HR analytics for problem-solving and decision-making;
4. To effectively interpret and communicate results from statistical analysis into actionable decisions.
5. To develop modules suitable for different HR functions

UNIT 1: 15 HOURS

Basic Foundation

Framework of HR measurement How decision science influences HR measurements, connecting measures and organizational effectiveness, LAMP framework, today's HR measurement approaches, HR measurement Traditional vs. contemporary HR measures; Fundamental analytical concepts from statistics and research design; analytical concepts from economics and finance.

UNIT 2: 15 HOURS

Analytical Foundation of HR measurement

a. Introduction to Business Analytics, Differences between Business Intelligence and Business Analytics, Differences between Business Analytics and Big Data Analytics, Roles of Business Intelligence, Big Data Analytics and Business Analytics in an organization, Pillars of Business Analytics – Analytical Methods, Analytical Tools, Analytical Application., Types of Business Analytics – Descriptive Analytics, Predictive Analytics, Prescriptive Analytics. What is HR Analytics? Its role in overall business performance **UNIT 3:**

15 HOURS

About HR Analytics

Definition of HR & Analytics; HR data as seen prior to the invasion of Analytics; The current evolving state of HR Analytics; Why HR Analytics; Stages of HR Analytics; What can/should be measured; How does Analytics fit into HR Delivery Model; HR Analytics in your org. – priorities & ST/LT Goals; CEO's part to be played in HR Analytics; Comparison –HR "Reporting" & Analysis with HR "Predictive" Analytics.

UNIT 4: **15 HOURS**

HR Analytics Tools

Advantages & Limitations of some tools; Brush up on MS Excel & Basic VBA; Tools to be discussed using Ms Excel – Used in Reporting & Presentation on MS PowerPoint; Tips on of Google Forms & Google Spreadsheets – E.g.: Designing Surveys & Easy Data collection tips; Integrating MS Excel &Google Spreadsheets. Brush up on R basics; Tools to be discussed using R Statistical Software – Used in Predictive Modeling & Presentation on MS Power Point

UNIT 5: **15 HOURS**

Application of HR Analytics

Application of HR Analytics in the areas of Recruitment, Performance Management, Compensation Management, Competency building; Learning and Development; Employee Motivation / Satisfaction; Employee Attrition/ Separation.

Text Books:

1. Moore, McCabe, Duckworth, and Alwan. *The Practice of Business Statistics: Using Data for Decisions*, Second Edition, New York: W.H.Freeman, 2008.

2. **Investing in People: Financial Impact of Human Resource Initiatives *(Required)*** Cascio, W. & Boudreau, J.,FT Press, 2nd Edition (2011) ISBN 13: 978-0137070923

Reference Book:

1. Utts, Jessica M. *Seeing through Statistics*, Second Edition, Pacific Grove, CA: Duxbury, 1999.

COURSE OUTCOMES:

Upon the completion of the course, students will be able

CO1: To understand the logical underlined statistical significance.

CO2: To apply appropriate analytical tools in HR functions

CO3: To develop experts in using excel and analytics

CO4: To implement different types of analytics for various applications of organizations

CO5: To gain knowledge in big data and business analytics

CO/PO	PO1	PO2	PO3	PO4	PSO1	PSO2	PSO3	PSO4
CO1	2	3	2	2	2	2	2	2
CO2	2	3	2	2	2	3	2	2
CO3	2	3	2	2	2	2	3	2
CO4	2	3	2	2	2	3	2	2
CO5	2	3	3	2	2	2	2	2

Strong – 3; Medium – 2; Poor - 1

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SEMESTER- III

Course Code: 533E3A	**WORKPLACE COUNSELLING**	**L**	**T**	**P**	**C**
CORE/ELECTIVE/ALLIED	**ELECTIVE**	**4**	**-**	**-**	**3**
PREREQUISITE	**Basic Knowledge of Counseling at Workplace**				

LEARNING OBJECTIVES

1. To understand the fundamentals of counseling and application of workplace counseling.
2. To make the students understand models of workplace counseling.
3. To enhance an understanding about dealing with different kinds of people.
4. To deal with different specific work problems.
5. To provide employee counselling for the betterment of workplace.

UNIT I **12 HOURS**

INTRODUCTION

Meaning and Definition of Counseling, Counseling process- Stages - Building the counseling relationship and facilitating initial disclosure, In depth exploration, commitment to action and termination, Development of counseling skills, Introduction to important schools of counseling Psychoanalytic counseling, Gestalt counseling, Rational emotive therapy, Person centered counseling, behavioral counseling.

UNIT II **12 HOURS**

UNDERSTANDING WORKPLACE COUNSELING

Concept- History- Models of Workplace counseling-Training of workplace counseling

UNIT III **12 HOURS**

SETTING UP COUNSELING IN THE WORKPLACE

An Integrative model of individual employee counseling. Preparation- Assessment- Contractual referring- Counseling - termination. Group counseling; Conflict Resolution- Intrapersonal Interpersonal; Familial, Team building.

UNIT IV **12 HOURS**

DEALING WITH SPECIFIC WORK PROBLEM

Dealing with different people- Sexual Harassment- Work life balance. Unethical behavior in workplace, Travel stress.

UNIT V **12 HOURS**

INDUSTRIAL COUNSELLING

Employee problem counseling - Problems of Absenteeism, Turnover, Burnout, Depression, Substance Abuse

Text Books:

1. John Perridge, Carry.L.Cooper, Carolin Highley Employee Assisted Program 2. Adrian Colea, Counseling in the Workplace
3. Michael Carroll, Workplace Counseling (Sage Publication)

Reference:

1. Gibson.l.Robert and Mitchell (2015): Introduction to Counseling and Guidance. - Prentice Hall of India. New Delhi.
2. Egan Gerard (1994) : The Skilled Helper –A Problem – Management Approach to Helping - Brooks/Cole Publishing Company, Pacific Grove, California.
3. Nelson-Jones, R (2008): Basic Counseling Skills: A Helper's Manual - New Delhi: SAGE PUBLICATIONS, 2nd Edition.
4. Philp Burnard (2009): Counseling Skills Training - Viva Books.
5. Jennie Lindon and Lance lindon (2008): "Counseling Skills" - Palgrave Macmillan.

COURSE OUTCOMES:

Upon the completion of the course, students will be able

CO1: To understand the process of counseling.
CO2: To apply the various models of counseling at workplace
CO3: To design interventions for handling specific work problems
CO4: To demonstrate with setting up of counseling in workplace
CO5: To develop individuals to handle employee related issues.

CO/PO	PO1	PO2	PO3	PO4	PSO1	PSO2	PSO3	PSO4
CO1	2	2	2	2	2	3	2	3
CO2	2	2	2	2	2	3	2	3
CO3	2	3	2	3	2	3	2	3
CO4	2	2	3	3	2	3	2	3
CO5	3	2	2	3	2	3	2	3

Strong – 3; Medium – 2; Poor - 1

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SEMESTER III

Course Code: 533S3A	**COMPUTER LANGUAGES FOR MANAGEMENT**	**L**	**T**	**P**	**C**
CORE/ELECTIVE/ALLIED	**SKILL ENHANCEMENT COURSE**	**3**	**-**	**-**	**2**
PREREQUISITE	**BASIC KNOWLEDGE ON COMPUTERS**				

LEARNING OBJECTIVES:

1. To understand the basic knowledge of computers.
2. To apply computing in the problem solving.
3. To adopt different templates in using MS office.
4. To create HTML links and elements.
5. To prepare reports using the computational skills at workplace.

UNIT I **8 HOURS**

Introduction to Programming Language: Generation of Computers and Computer Languages – Program Development Life Cycle – Flow Charting – Disk Operating System and Windows OS.

UNIT II **8 HOURS**

PC Software Packages: Text Processing Software – Text Manipulations – Usage of Spot Check – Text Formatting – Picture Insertion and Alignment – Creation of Document Using Templates – Mail Merge Concept.

UNIT III **8 HOURS**

MS-Excel: Worksheet Preparation – Constructing Excel Formula – Using Excel's Built-in Functions – Creating And Modifying Charts. UNIT IV Network: What is Network – Advantages of Network – Types of Network – Requirement for Network. Internet: What is Internet – Internet Providers – Use of Internet – Web Basics: Browsers – Servers – Web Pages.

UNIT IV **8 HOURS**

HTML Basics: Understanding Tags – Tags for Doc Structure (Head, Body and Tag) – Block level text element – Headings, Paragraph (tag), font style element (bold, italic, u, big, small, strike and font), Lists: Types of list – other tags, marquee, HR, BR-using

Images – Hyperlink – Tables: Table Elements, Caption – Table and Cell Alignment – Row Span – Column Span – Cell-padding Frames: Frameset – Targeted Links – No Frame – Forms (Input, Text Area, Select Option).

UNIT V

Basics of ERP, python and R and their HR Applications

Text Books

1. Frye, C., Lambert, J. and Cox, J., Microsoft Office 2010: Step by Step, Microsoft 2010. 13 2. Johnson, S., Microsoft Office 2010 on Demand, Pearson Education, 2011.

Reference Books

1. Lawson, B. and Sharp, R., Introducing HTML 5, 2nd Edition, Pearson, 2012.
2. Walkenbach, J., Tyson, H., Groh, M., Wempsen, F. and Bucki, L.A., Microsoft Office 2010 Bible, Wiley India Pvt. Ltd., 2011.
3. Willard, W., HTML: A Beginner's Guide, 4th Edition, Tata McGraw-Hill Education, 2009

COURSE OUTCOMES:

Upon the completion of the course, students will be able

CO1: To understand computer languages and generation of computers
CO2: To Adopt Text Processing software, mail merge concept in various applications. CO3: To Illustrate Worksheet preparation and constructing Excel formulae
CO4: To Create an understanding of Networks and internet providers
CO5: To Apply HTML basics and tags

CO/PO	PO 1	PO2	PO3	PO4	PSO1	PSO2	PSO3	PSO4
CO1	2	2	2	2	2	2	2	2
CO2	2	2	2	2	2	2	2	2
CO3	2	2	2	2	2	2	2	2
CO4	2	2	2	2	2	2	2	2
CO5	2	2	2	2	2	2	2	2

Strong – 3; Medium – 2; Poor - 1